

# *The Count, of Yuba*

## HEALTH & HUMAN SERVICES DEPARTMENT

**Suzanne Nobles, Director**

5730 Packard Ave., Suite 100, P.O. Box 2320, Marysville, California 95901  
Phone: (530) 749-6311 FAX: (530) 749-6281



**Joseph W. Cassady, D.O.,  
Health Officer**  
Phone: (530) 749-6366

January 25, 2013

California Dept. of Social Services  
Outcomes and Accountability Bureau  
744 P Street, MS 8-12-91  
Sacramento, CA 95814  
Attn: Sarah Davis, LCSW

**RE: YUBA COUNTY'S 2012 SIP UPDATE REPORT**

Dear Ms. Davis:

Enclosed, please find the original signed 2012 SIP Update Report to our three – year System Improvement Plan (SIP) for Yuba County Health and Human Services Department.

This document reiterates the goals and strategies that are currently in place that are being used as a tool for Yuba County's child welfare services providers and the community to continue to improve outcomes for children in Yuba County. Additionally, the SIP updates the positive actions that have continued to ensure the safety of the children and improve services to Yuba County families.

If you have any questions, please call Tony Roach, Program Manager, at (530) 749-6245. We continue to look forward to working with CDSS in the coming years.

Sincerely,

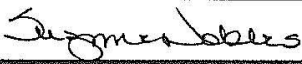
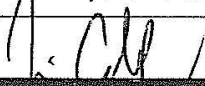
A handwritten signature in black ink, appearing to read "Tony Roach", is written over a circular stamp or seal.

Tony Roach, Program Manager, for  
Suzanne Nobles, Director  
Yuba County Health and Human Services Department

Enclosure

Cc: Tony Roach, Program Manager  
Jim Arnold, Chief Probation Officer

## SIP COVER SHEET

California's Child and Family Services Review System Improvement Plan	
<b>County:</b>	Yuba County
<b>Responsible County Child Welfare Agency:</b>	Health & Human Services Department
<b>Period of Plan:</b>	October 1, 2011 through October 1, 2012
<b>Period of Outcomes Data:</b>	OCT2012.Dat Extract: Q2 2012
<b>Date Submitted:</b>	January 16, 2013
County Contact Person for County Self Improvement Plan	
<b>Name:</b>	Tony Roach
<b>Title:</b>	Program Manager
<b>Address:</b>	5730 Packard Ave. Ste. 100, Marysville, California 95901
<b>Phone:</b>	(530) 749-6245
<b>Email:</b>	troach@co.yuba.ca.us
Submitted by each agency for the children under its care	
<b>Submitted by:</b>	County Child Welfare Agency Director (Lead Agency)
<b>Name:</b>	Suzanne Nobles, Director, Health & Human Services
<b>Signature:</b>	
<b>Submitted by</b>	County Chief Probation Officer
<b>Name:</b>	Jim Arnold, Chief Probation Officer Probation Department
<b>Signature:</b>	

**COUNTY OF YUBA**

**CALIFORNIA CHILD AND FAMILY SERVICES REVIEW**

**AB636 OUTCOMES AND ACCOUNTABILITY**



**2011 SYSTEM IMPROVEMENT PLAN (2012 UPDATE PLAN)**

**FOR**

**CHILD WELFARE SERVICES AND JUVENILE PROBATION DIVISION**

**OCTOBER 2012**

## Table of Contents

## Page

<b>Executive Summary.....</b>	<b>1</b>
<b>CWS/Probation Narrative.....</b>	<b>4</b>
<b>I. CWS Narrative.....</b>	<b>4</b>
<b>II. CWSOIP .....</b>	<b>7</b>
<b>III. Probation Narrative.....</b>	<b>8</b>
<b>IV. Probation-CWSOIP.....</b>	<b>10</b>
<b>V. Other CWS/Probation Successes.....</b>	<b>10</b>
<b>VI. Other Outcome Measures Not Meeting State and/or National Standards..</b>	<b>11</b>
<b>VII. Link to Program Improvement Plan.....</b>	<b>11</b>
<b>CWS SIP Chart .....</b>	<b>13</b>
<b>Probation SIP Chart.....</b>	<b>34</b>

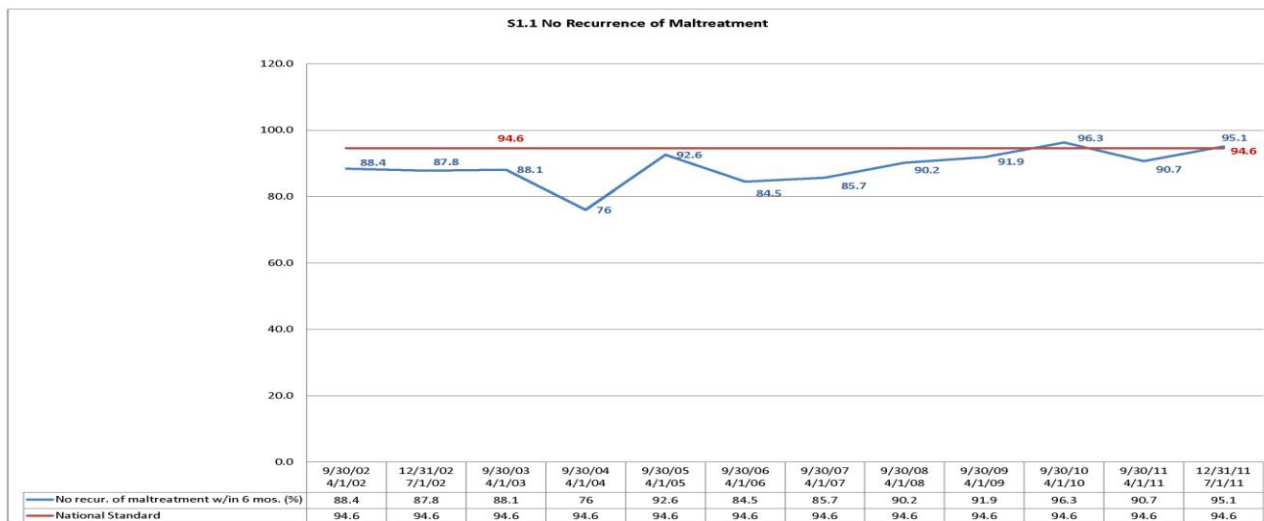
## Executive Summary

The Yuba County System Improvement Plan (SIP) Update is a report of the progress Child Welfare Services Division (CWS) and Juvenile Probation Department have made since the implementation of the three year System Improvement Plan (SIP) in October 2010.

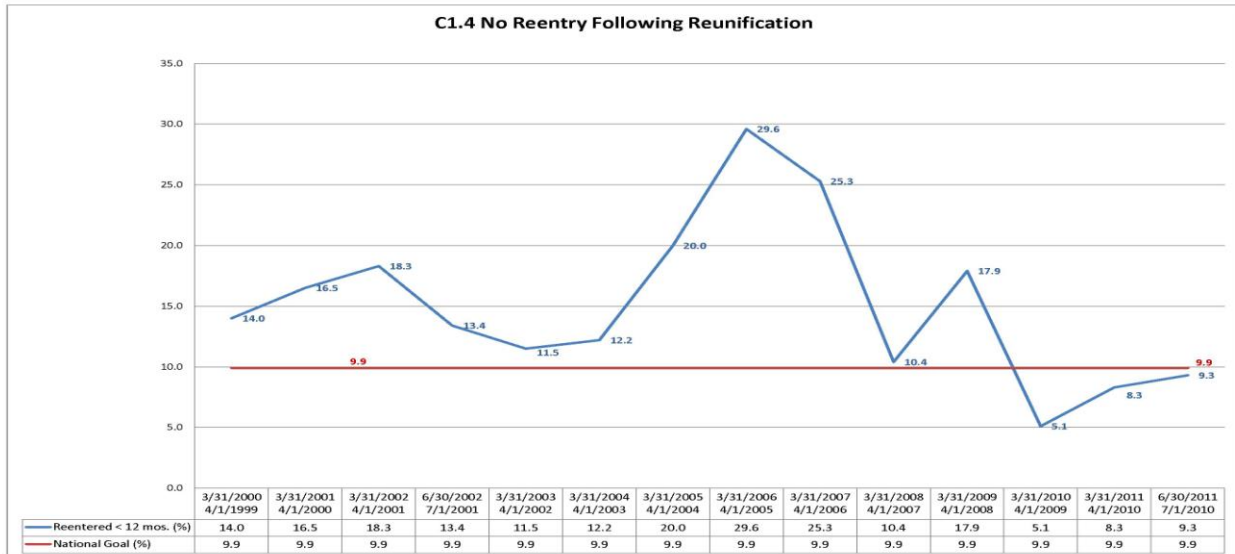
The 2010 SIP outlined the strategies that CWS and the Juvenile Probation Department plan to implement over a three year period to improve outcomes for children and families. The 2010 SIP incorporated the findings of 2010 County Self Assessment and 2009 Peer Quality Case Review (PQCR) and is operational from October 30, 2010 through October 30, 2013, with annual updates.

The following report outlines SIP progress that has been made for the time period October 1, 2011 through October 1, 2012 on the goals that were scheduled for implementation.

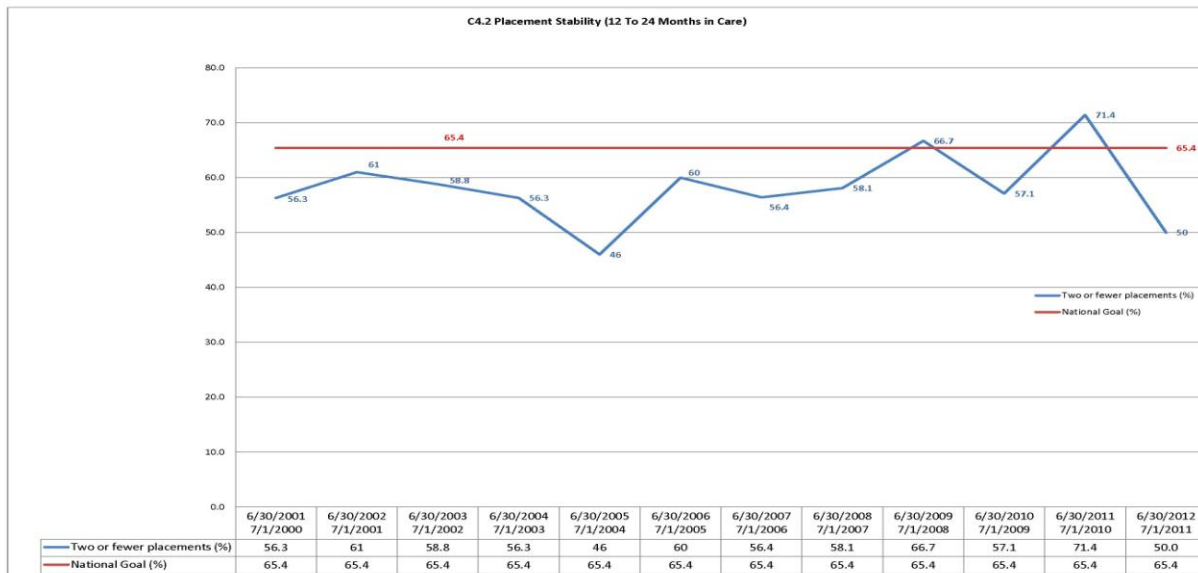
To determine the effectiveness of the SIP, CWS is monitoring the overall three outcome measures. According to the most recent Berkeley quarterly report (OCT2012 Q2/2012), CWS continues to maintain the SIP goals for two of the three outcome measures. Thus far, the SIP goal has been achieved for S1.1 – No Recurrence of Maltreatment and C1.4 -- Reentry Following Reunification (Exit Cohort), but not for the C4.3 -- Placement Stability (at least 24 Months in Care). However, it is worth it to mention that C4.2 -- Placement Stability (12 to 24 Months in Care) had a percentage increase well above the SIP goal since the last update but has leveled back off to below the National Goal. Also please note, that although we are now 16.8 percent away from the National Goal of 41.8 percent for C-4.3 Placement Stability, CWS continues to make great improvement in this area with hopes of improving from the current 25.0 percent for the time period 6/30/2012 to above the previous 33.0 percent for the time period 3/31/2011.



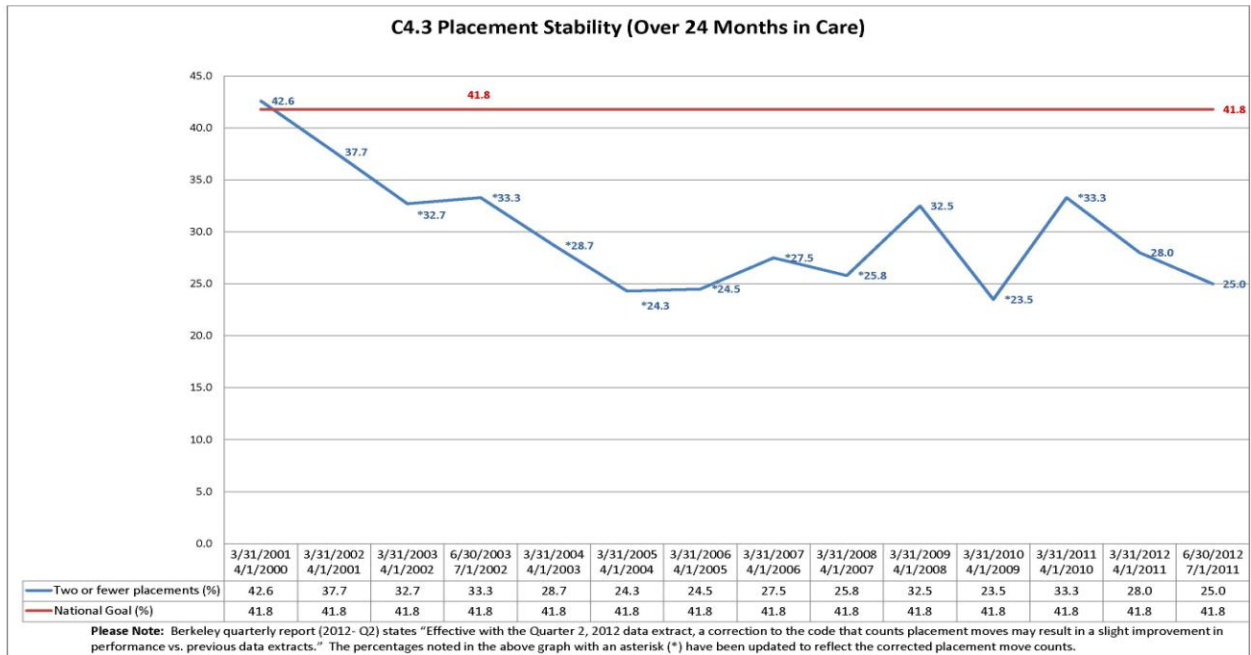
Data Source: Center for Social Services Research, School of Social Welfare



Data Source: Center for Social Services Research, School of Social Welfare  
University of California Berkeley  
Report Publication: OCT2012.Dat Extract: Q2 2012



Data Source: Center for Social Services Research, School of Social Welfare  
University of California Berkeley  
Report Publication: OCT2012.Dat Extract: Q2 2012



Data Source: Center for Social Services Research, School of Social Welfare  
University of California Berkeley  
Report Publication: OCT2012.Dat Extract: Q2 2012

The following report is the SIP Matrix – beginning page 16 -- as was submitted in October 2010, updated for data, strategies, and milestone progress. The data is updated to the most recent Berkeley quarterly report (OCT2012 Q2/2012) extract.

Yuba County CWS has achieved many improvements, but the families with whom we are working face more serious challenges than in previous years as a result of substance abuse and mental illness. In addition, the current economic crisis in Yuba County is adding tremendous stress on CWS families who are challenged by unemployment, substandard housing, etc.

As a result of the hard work of Yuba County CWS social workers, the accomplishments to date have greatly enhanced the benefits of our interventions. We look forward into the third year of SIP and working with our staff, parents, caregivers, the Court, other public agencies, community partners, service providers, and communities to ensure that children are protected, families receive services to prevent child abuse and reunify with children who have been removed from their homes, if appropriate, and Yuba County youth are provided with appropriate services and permanent homes.

Yuba County is scheduled for the next Peer Quality Case Review (PQCR) in May and June 2013.

## **CWS/Probation Narrative**

### **I. CWS Narrative**

#### **S.1.1 No Recurrence of Maltreatment: National level: 94.6 Percent Yuba County performance: 94.6 Percent**

Yuba County's performance on this measure for the time period July 1, 2011 through December 31, 2011 was 95.1 percent, according to the data extracted from Berkeley quarterly report (OCT2012 Q2/2012). From a total of 123 children, 117 (95.1 percent) had no recurrence and 6 (4.9 percent) experienced a recurrence of maltreatment. The data determined that CWS exceeded the national standard and SIP goal of 94.6 percent for No Recurrence of Maltreatment by 0.5 percent.

It is also noteworthy to mention that CWS had made great improvement, improving from 84.5 percent for the time period September 30, 2006 to 95.1 percent for the time period December 31, 2011.

#### **A. Differential Response**

CWS realizes that to accomplish and maintain our mission of reducing the number of recurrence of maltreatment, we must continue to develop and to sustain services that allow families to access preventive and supportive services before potential risk to child safety escalates to a level warranting CWS intervention. Currently, CWS has expanded and fully implemented a Differential Response program to include Path I and II responses. CWS developed and published a Request for Proposal (RFP) and has chosen a vendor to provide services.

Emergency Response (ER) referrals which are determined to be "Evaluated Out" by CWS Intake Staff will be routed to an FRC CWS social worker. These referrals may then be assigned to a community partner home visitor to conduct home visits to assess family service needs, work with the family to develop a case plan, and provide case management. In addition, ER referrals that are determined to have a low to moderate risk by CWS Intake Staff are (will be) routed to an FRC CWS social worker. A home visit may be conducted jointly by community partners and the FRC CWS social worker to conduct a risk and family service needs assessment. When the risk to a child is determined high, it is handled by CWS SW.

The 2011/2012 CAPIT/CBCAP/PSSF funds are being used to support community based organizations that provide prevention services for Differential Response (DR) activities initiated by CWS.

#### **B. Signs of Safety (SoS)**



The Division is in the process of fully implementing Safety Organized Practice (SOP) since October 2011 and is supplementing social workers' knowledge and skills in family engagement activities. This approach is ensuring families are involved in the development of case planning, improving critical thinking in social workers and enhancing safety by identifying dangers, developing well defined and realistic goals and by building safety networks. The supervisory staff is monitoring use of SOP and changes in the decision-making process and on families to ensure that staff is using SOP appropriately so that recurrence of maltreatment rates are being positively impacted.

**C1.4 -- Re-Entry following Reunification – National Level: 9.9 Yuba County Performance: 9.3 Percent**

Yuba County's performance has decreased somewhat but still remains within the SIP Goal on this measure. There has been an increase in the percentage of Exits that have reentered in less than 12 months from 5.1 percent for the time period April 1, 2009 through March 31, 2010 to 9.3 percent for the time period July 1, 2010 through June 30, 2011, according to the data extracted from Berkeley quarterly report (OCT2012-Q2). From a total of 43 children, 39 (90.7 percent) had no reentry following Reunification while 4 (9.3 percent) experienced a reentry. The current data determined that CWS continues to exceed the national standard and SIP goal of 9.9 percent for Reentry Following Reunification by 0.6 percent.

CWS continues to steadily make great improvement in this area improving from 17.9 percent for the time period March 30, 2009 to 9.3 percent for the time period June 30, 2011.

**A. Safety Plan Guidelines**

We have focused on developing safety plan guidelines to be utilized by CWS staff and the client prior to reunification and/or case closure as a core requirement for this measure to decrease the number of children who re-enter CWS following reunification. Policies and procedures for safety guidelines were developed and reviewed/revised in order to identify and implement practices that work most effectively to support safety, permanency and stability for children and families.

An important component of the safety planning is that it occurs throughout the life of case. However, it is essential that when a family is reunifying, or a case is being closed, that a safety plan is established jointly with the family.

Steps taken to establish planned actions and to build a network of formal and informal contacts will assist to ensure safety goals are maintained after reunification and/or

case closure. Supervisors are monitoring the use of safety plans in case consultations with social workers and when reviewing case narratives.

## **B. Family Team Conferencing (FTC)**

We have focused on improving our FTC as another core requirement for this measure to decrease the number of children who are the victims of recurrence of maltreatment. We have expanded the use of FTC as a strategy to facilitate the development of the safety plan jointly with the family. Policies and procedures for FTC were reviewed and revised in order to identify and implement practices that work most effectively to support the safety, permanency and stability for children and families.

FTC is convened for the initial family case planning and throughout the life of the case. This process is to select a set of service activities the family will take part in to resolve issues. Service Providers are encouraged to attend depending on their involvement and foster parents will be invited in the immediate future.

An important component of FTC is parental and community participation in the case planning process. Involvement of community partners, who are best equipped to provide the supports and resources, is required for successful reduction in the number of maltreatment referrals and successful reunification. Parental involvement is important as the parent is a partner in the process and, as such, must be present to help identify their strengths, celebrate their accomplishments and plan for future activities to improve their families well being.

## **C4.3 -- Placement Stability (Over 24 Months in Care) National Level: 41.8 – Yuba County Performance 25.0**

For the time period July 1, 2011 to June 30, 2012, 75.0 percent (36) of Yuba County children who were in foster care for at least 24 months had three or more placements and 25.0 percent (12) of children were in care at least 24 months had two or fewer placements.

Although, we are 16.8 percent away from the National Goal of 41.8 percent, we continue to strive to steadily move in the right direction and to continue to make great improvement in this area. In the past few years, CWS has shown up to a 9.6 percent improvement from the previous periods. As shown in the previous update, the data has indicated that CWS exceeded the SIP goal of 6.4 percent for the first 12 month update by 3.2 percent for C4-3 Placement Stability.

Recent progress in this outcome can be attributed to the Family Team Conferencing which is used whenever there is a potential placement disruption, to attempt to stabilize the placement so the child can remain in his/her current placement.

This progress will be enhanced by improved data entry into the CWS/CMS regarding County Licensed Foster homes, Foster Family Agency homes and Group homes. The inclusion of this data will improve matching the child with the best substitute care provider possible and will streamline the search efforts for these homes. This activity will improve placement stability by meeting the child's needs from the onset.

Through joint efforts between CWS, Mental Health, the foster family and/or foster family agency and others, problems that can cause a potential placement disruption are identified. As a result, an intensive and comprehensive plan is developed to address the immediate needs of the youth and foster family to preserve the placement. This activity is making a positive impact in reducing the number of placement changes, especially for our older youth, by aggressively addressing problems early.

## **II. CWSOIP**

Yuba County is using Child Welfare Services Outcome Improvement Plan funding to address outcomes and systems improvement identified in the SIP. It is providing additional and temporary resources to allow families to receive services and stay out of CWS when appropriate. Currently, CWS funds support two (2) social worker positions to reduce caseloads and provide a higher quality of services to children and their families, particularly in the area of prevention, intervention and visitation.

### **A. Structured Family Visitation Program**

The caring, home-like setting of our Visitation Center has encouraged positive family relationships. Children who come to our Visitation Center find a home-like environment with toys and games, comfortable furnishings, an outdoor children's playground, activities, and more. Under professional supervision, parents are free to do as they would at home, including use of a fully operational kitchen for meal preparation.

The Structured Family Visitation Program (SFV) is provided in a setting that encourages parents and children to relax and feel comfortable, while parents gain skills in caring for their children as well as maintaining and strengthening family relationships.

SFV staff monitors the family's situation and the parent's progress at many points during the service period. The parent(s) and staff jointly develop a visitation plan that includes goals and objectives designed to assist the parent in gaining confidence in meeting their child's needs and builds on the parent-child relationship. Visits are closely monitored by visitation staffs who observe, coach, model appropriate skills and record activities. During planned activities, the parent practices skills acquired in the parent education classes.

1. The SFV program focuses on providing effective parenting skills. Yuba County CWS has focused on parent training as a core requirement for supporting successful family reunification.
2. Additionally, the SFV program focuses on assisting parents in practicing new skills learned in parenting classes.
3. A support network is developed that will enable families to safely maintain the children in their home.

Skills-training for parents includes:

1. Parenting education

Parents practice the skills that are taught in the parenting classes during the structured family visit sessions.

2. Life-skills training and instruction in development of a supportive social network is offered before the child is returned to the parent's home.

Instruction in basic parenting skills, including life skills such as homemaking, budgeting, communication and anger management, is central in our effort to ensure that our families successfully reunify.

The CWS division is placing special emphasis on quality of the parent's social network following reunification. By establishing parent social support groups and promoting a mentor-like relationship between the birth parent and foster parent, the CWS staff assist the parent in building a positive social network that they can draw support from when CWS is no longer a part of their lives. CWS staff is actively engaging the foster parents into the reunification process at the first visit. This process includes the foster parent meeting with the birth parents at the beginning of each visit to exchange information about the children.

### **III. Probation Narrative**

The Yuba County Probation Department has incorporated a number of items since submitting the System's Improvement Plan in October 2010.

The Placement Officer has been utilizing internet search engines to attempt to locate additional family members of the youth or additional persons the youth feels are significant and could serve as a lifelong connection. This has been extremely beneficial and rewarding to the youth. The Placement Officer has located and connected with biological parents and family members the youth did not know existed. It is hoped that during this process, the youth will have a permanent living arrangement upon exiting foster care.

The Placement Officer intended on contacting the State of California Department of Adoptions at the onset of the youth entering foster care. Considering Adoptions in the

future will be under the local jurisdiction of Child Welfare, the Placement Officer will begin contacting them for assistance. The Placement Officer, and the Probation Department as a whole, is not accustomed to having 602 W&I youth adopted. Therefore, it will be requested that a training session be provided in order to begin referring youth for adoption services.

A number of probation staff has participated in the Strengthening Families program training provided by Sutter-Yuba Mental Health. The intent of training probation staff is to begin providing the Strengthening Families program within the probation department. Offering this program to youth and their families will enhance their relationships and promote a successful reunification.

The Probation Department and Victim Services provides a number of programs to youths, adults and families; including, but not limited to parenting, individual and family therapy. The families of foster youth are referred for parenting while their child is in placement. This offers the parent the opportunity to learn techniques on how to manage their child's behavior through proper and effective parenting.

It was the intent to have the Placement Officer trained in Team Decision Making. This has not occurred and it has been decided the most appropriate model to be used is Family Team Conferencing. The Placement Officer will observe a number of Conferences at the Yuba County Child Welfare Department in order to begin facilitating them within the Probation Department. The Placement Officer does meet with parents on a monthly basis to discuss the youth's progress in placement and the reunification plan.

The Placement Officer coordinated with placement facilities, youth and families to ensure there was clear understanding of what was expected of the youth during home visits in order for visits to be safe and productive. The Placement Officer ensured the family had options if home visits were not successful (contacting probation, returning youth to placement facility, etc.). Additionally, the Probation Department utilized a portion of the Child Welfare Services Outcome Improvement Augmentation Allocation to purchase gift cards for local restaurants and the theater for utilization during home visits. This encouraged the family to participate in pro-social activities together. In doing this, the family was able to spend quality time together, which involved communication and bonding during meals. These activities were vital to successful reunification with family.

The Placement Officer has contacted various Foster Family Agencies (FFA'S) regarding the recruitment of 602 W&I foster homes. During these conversations, the Placement Officer has established relationships that resulted in minors being placed in foster homes. Although the foster homes were not primarily 602 W&I, they were accommodated to meet the minor's needs. Additionally, the Placement Officer is an active participant in the Foster Youth Advisory Meeting and the Blue Ribbon Commission. During both of these

meetings, the Placement Officer has had the opportunity to continue advocacy for 602 W&I foster homes.

The Placement Officer encouraged families to be an active participant in the youth's education. The Placement Officer ensured families were aware of the youth's needs and their successes. The Probation Department utilized a portion of the Child Welfare Services Outcome Improvement Augmentation Allocation to purchase gas cards. The gas cards assisted families with traveling to the placement facility/school (often out of the local area) to attend Individualized Education Plan Meetings (IEP'S) or other equally important school meetings. Engaging the youth's family in their child's education was extremely important and beneficial to the youth's success in school. The youth felt supported by their family and were excited to share their achievements.

The Placement Officer regularly monitored the youth's participation and progress in the Independent Living Program (ILP). Additionally, the Placement Officer had regular contact with the ILP Coordinator and received progress reports. This was discussed monthly with the youth and often with the youth's parents.

#### **IV. Probation CWSOIP**

The Yuba County Probation Department received \$10,000 for the Child Welfare Services Outcome Improvement Augmentation Allocation. Of that \$10,000, \$5,534 was spent on gift cards for clothing stores, restaurants, gas cards, backpacks and Christmas gifts for minors. Additionally, a portion of the money was utilized to assist a minor in attending his high school prom.

The Placement Officer continued to offer youth and their family gift cards to local restaurants and the theater for utilization during home visits. This encouraged the family to participate in pro-social activities together. In doing this, the family was able to spend quality time together, which involved communication and bonding during meals. These activities were vital to successful reunification with family.

The Placement Officer continued to utilize clothing and shoe gift cards for youth entering foster care who had very little clothing. The youth would often arrive with clothing that did not fit or was not suitable (torn, stained, etc.). The Placement Officer often took youth shopping in order to obtain appropriate clothing and helped teach them how to budget money. The clothing purchased was also often used for Court appearances and/or employment interviews. Having access to clothing would also prepare the youth for establishing a relationship with professional mentors. The youth gained more confidence in wearing good quality and professional clothing.

#### **V. Other CWS/Probation Successes**



### **Other CWS Successes:**

Our biggest success is the integration of Safety Organized Practice (SOP). The staff has been utilizing all the elements of the SOP model in the Family Team Conferences for developing the agreed upon danger and goal, and the Family Case Plan. The social workers also use it in the field, using the solution focused approach with children and family, and using the Three House method with the children, giving them a voice in the process. Additionally, CWS has integrated SOP into the visitation program, using the goal statement as a guide when developing the Visitation Plan. This provides continuity for the family. CWS is continually refining this practice, and we will be partnering with U.C. Davis Northern Regional Training Academy to evaluate a case review tool that will eventually be used to help evaluate the effectiveness of the SOP model.

### **Other Probation Successes:**

One of the biggest successes within the Probation Department is the relationship with the local Child Welfare Department. This relationship has improved over the years, beginning with the implementation of the Peer Quality Case Review process. The networking amongst both departments became even more productive during the implementation of AB12. Both departments work together to meet the needs of their clients and the community.

In regard to specific outcome measures, with the Placement Officer's consistent support of the minor's education, we have seen ongoing improvement. In one case, a minor decided to take advantage of AB12 services in order to remain at the high school he began in the ninth grade. He will graduate from that high school in May 2013. In another case, a minor had no past or present involvement in pro-social activities. He had recently enrolled in a mainstream high school after being released into foster care after a lengthy commitment in the institution. He expressed a desire to attend the high school's prom. The Placement Officer accompanied him in renting a tuxedo and picking out a corsage for his date. Additionally, the minor was given a gift card for dinner and money for pictures. This was a once in a life time experience for this minor and it encouraged him to remain in mainstream school.

The Probation Department has also established and maintained an effective relationship with a local Foster Family Agency that was not prevalent before. This relationship has resulted in two minor's entering foster care, when they had no other housing options.

## **VI. Other Outcome Measures Not Meeting State and/or National Standards**

Yuba County has been performing well in most outcome areas except for placement stability for children in care longer than 24 months. The outcome data has been discussed in other areas of this update. In the last year, Yuba County adopted the Quality Parenting

Initiative (QPI) as a strategy to improve the Placement Stability measure. The rationale for adopting the QPI is twofold. One, the model has the agency examine practice and develop an implementation strategy that includes improving the recruitment criteria for Foster Parents (FP). The goal is to have a pool of quality FP's who will become a partner with CWS staff in the reunification process. The FP will be a resource home for the child in the event the reunification fails. The FP will also have continual contact with the bio-parent throughout reunification to exchange information about their child. Additionally, the FP will become part of the biological family's safety network, by providing support to the family following reunification. Second, the QPI implementation plan also includes improving the communication between the CWS staff and the FP. The goal is to elevate the status of the FP as a equal partner. This will be accomplished by inviting FP to attend the Family Team Conferences. Additionally, the FP and the CWS staff will meet bi-monthly to discuss concerns, ways to improve their working relationship, and to develop strategies for the FP to be an effective partner. By working closely together, the CWS staff will have an opportunity to learn about the unique strengths of each FP and use this information to make better placement matches for the child. The overall goal is to stabilize the placement experience for all children by improving communication, working as a team, and better matching of the child's needs to a specific home.

## **VII. Link to Program Improvement Plan**

Through the county's completion and implementation of the 3-year SIP Plan in October of 2010, the CWS/Probation programs have created a direct link to the Program Improvement Plan (PIP). This link to the PIP remains through the completion of the 2011 SIP Update in October 2011 that reiterated continued program improvement participation and the completion of this SIP Update for 2012 that ensures continued program implementation.

.



## CWS SIP Chart

### Priority Outcome Measure or Systemic Factor: S1.1 No Recurrence of Maltreatment

Of all children who were the victims of a substantiated maltreatment allegation during the selected six-month period, what percent were not victims of another substantiated allegation within the following six months?

**National Standard:** 94.6 percent for No Recurrence of Maltreatment

**Current Performance:** Yuba County's performance on this measure for the time period July 1, 2011 through December 31, 2011 was 95.1 percent, according to the data extracted from Berkeley quarterly report (OCT2012- Q2). From a total of 123 children, 117 (95.1 percent) had no recurrence and 6 (4.9 percent) experienced a recurrence of maltreatment. The data determined that CWS continues to be above the national standard and SIP goal of 94.6 percent for No Recurrence of Maltreatment by .5 percent.

It is also noteworthy to mention that CWS had made great improvement, improving from 88.4 percent for the time period September 30, 2002 to 95.1 percent for the time period December 31, 2011.

FROM	TO	No recur. of maltreatment w/in 6 mos. (%)	National Standard (%)
4/1/2002	9/30/2002	88.4	94.6
7/1/2002	12/31/2002	87.8	94.6
4/1/2003	9/30/2003	88.1	94.6
4/1/2004	9/30/2004	76.0	94.6
4/1/2005	9/30/2005	92.6	94.6
4/1/2006	9/30/2006	84.5	94.6
4/1/2007	9/30/2007	85.7	94.6
4/1/2008	9/30/2008	90.2	94.6
4/1/2009	9/30/2009	91.9	94.6
4/1/2010	9/30/2010	96.3	94.6
4/1/2011	9/30/2011	90.7	94.6
7/1/2011	12/31/2011	95.1	94.6

Data Source: Center for Social Services Research, School of Social Welfare  
University of California Berkeley  
Report Publication: OCT2012.Dat Extract: Q2 2012

**Target Improvement Goal 1.0:** Increase No Recurrence of Maltreatment by 5.5 percent to reach the national standard of 94.6 percent.

**Target Improvement Goal 2.0:** Supplement social workers' knowledge and skills in family engagement activities by using the Signs of Safety (SoS) model.

**Priority Outcome Measure or Systemic Factor: C1.4 Reentry Following Reunification**

Of all children exiting foster care to reunification during the selected 12-month period, what percent reentered foster care less than 12 months from the date of discharge?

**National Standard:** 9.9 percent for Reentry Following Reunification

**Current Performance:** Yuba County's performance on this measure for the time period July 1, 2010 through June 30, 2011 was 9.3 percent, according to the data extracted from Berkeley quarterly report (OCT2012-Q2). From a total of 43 children, 39 (90.7 percent) had no reentry following reunification and 4 (9.3 percent) experienced a reentry. The data determined that CWS continues to exceed the national standard and SIP goal of 9.9 percent for Reentry Following Reunification by 0.6 percent.

CWS has steadily made great improvement in this area improving from 17.9 percent for the time period March 30, 2009 to 9.3 percent for the time period June 30, 2011.

FROM	TO	Reentered < 12 mos. (%)	National Standard (%)	Exit to Reunification (#)
4/1/2001	3/31/2002	18.3	9.9	115
7/1/2001	6/30/2002	13.4	9.9	97
4/1/2002	3/31/2003	11.5	9.9	78
4/1/2003	3/31/2004	12.2	9.9	90
4/1/2004	3/31/2005	20.0	9.9	95
4/1/2005	3/31/2006	29.6	9.9	54
4/1/2006	3/31/2007	25.3	9.9	91
4/1/2007	3/31/2008	10.4	9.9	77
4/1/2008	3/31/2009	17.9	9.9	78
4/1/2009	3/31/2010	5.1	9.9	59
4/1/2010	3/31/2011	8.3	9.9	48
7/1/2010	6/30/2011	9.3	9.9	43

Data Source: Center for Social Services Research, School of Social Welfare  
University of California Berkeley  
Report Publication: OCT2012.Dat Extract: Q2 2012

**Target Improvement Goal 1:** Decrease Reentry Following Reunification by 7 percent within three years to reach the national standard of 9.9 percent.

**Target Improvement Goal 2:** Enhance the quality and availability of visitation services.

**Priority Outcome Measure or Systemic Factor: C4.3 – Placement Stability (Over 24 Months in Care)**

Of all children in foster care during the selected 12-month period who were in care for at least 24 months, what percent had two or fewer placements?

**National Standard:** 41.8 percent for Placement Stability (Over 24 Months in Care)

**Current Performance:**

For the time period July 1, 2011 to June 30, 2012, 75.0 percent (36) of Yuba County Children who were in foster care for at least 24 months had three or more placements and 25.0 percent (12) of children were in care at least 24 months had two or fewer placements.

Although, we are now 16.8 percent away from the National Goal of 41.8 percent, we continue to strive to steadily move in the right direction and to continue to make great improvement in this area. In the past few years, CWS has shown up to a 9.6 percent improvement from the previous periods. As shown in the previous update, the data has indicating that CWS exceeded the SIP goal of 6.4 percent for the first 12 month update by 3.2 percent for C4-3 Placement Stability.

Please Note: Berkeley quarterly report (OCT2012- Q2) states “Effective with the Quarter 2, 2012 data extract, a correction to the code that counts placement moves may result in a slight improvement in performance vs. previous data extracts.” The percentages noted in the following table with an asterisk (\*) have been updated to reflect the corrected placement move counts.

FROM	TO	No recur. of maltreatment w/in 6 mos. (%)	National Standard (%)
4/1/2002	3/31/2003	*32.7	41.8
7/1/2002	6/30/2003	*33.3	41.8
4/1/2003	3/31/2004	*28.7	41.8
4/1/2004	3/31/2005	*24.3	41.8
4/1/2005	3/31/2006	*24.5	41.8
4/1/2006	3/31/2007	*27.5	41.8
4/1/2007	3/31/2008	*25.8	41.8
4/1/2008	3/31/2009	32.5	41.8
4/1/2009	3/31/2010	*23.5	41.8
4/1/2010	3/31/2011	*33.3	41.8
4/1/2011	3/31/2012	28.0	41.8
7/1/2011	6/30/2012	25.0	41.8

Data Source: Center for Social Services Research, School of Social Welfare  
University of California Berkeley  
Report Publication: OCT2012.Dat Extract: Q2 2012

**Target Improvement Goal 1:** Reduce placement disruptions and multiple foster care placements by 19.2 percent to reach the national standard of 41.8 percent.

**Target Improvement Goal 2:** Reduce placement disruption and multiple foster care placements by increasing the number of relative/non-related extended family member (NREFM) homes.

**Target Improvement Goal 3:** Improve children’s mental health and developmental screening.

Improvement Goal 1.0		
Increase No Recurrence of Maltreatment by 5.5 percent to reach the national standard of 94.6 percent.		
<b>Strategy 1. 1:</b> Expand and fully implement a Differential Response (DR) program to include Path I and II responses.	<input checked="" type="checkbox"/> <b>CAPIT</b>	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> No Recurrence of Maltreatment
	<input checked="" type="checkbox"/> <b>CBCAP</b>	
	<input type="checkbox"/> <b>PSSF</b>	
	<input type="checkbox"/> <b>N/A</b>	
Action Steps:	Timeframe:	Person Responsible:
<b>1.1.A</b> Review and revise the current policy and procedure for DR.	November 2010 <b>Oct 2011 Update:</b> <b>Completed of a contract in Mid-October 2011.</b>	Program Manager ER Supervisor(s) Out-stationed Social Worker
<b>1.1.B</b> Develop and publish RFP to obtain vendor.	November 2010 through January 2011 <b>Oct. 2011 Update:</b> <b>Completed in May 2011 and a vendor was selected.</b>	Program Manager ER Supervisor(s) Out-stationed Social Worker Administrative Analyst
<b>1.1.C</b> Train CWS social workers and CBOs in DR Path II.	April 2011 <b>Oct. 2011 Update:</b> <b>Completed contract in mid-October 2011.</b>	Program Manager CWS Supervisor(s)
<b>1.1.D</b> Establish collaboration between staff and contracted CBOs through regular and on-going joint meetings and the development and clarification of related policy and	April 2011 through June 2012 <b>Oct. 2011 Update:</b> <b>Completed contract in mid-October 2011.</b>	CWS Program Manager CWS Supervisor(s) Out-stationed Social Worker Administrative Analyst

procedures.		
<b>1.1.E</b> Implement the new DR program. Incorporate the use of the SDM tool specific to DR.	May 2011 through June 2013 <b>Oct. 2011 Update:</b> <b>Completed contract in mid-October 2011</b>	Program Manager CWS Supervisor(s)
<b>1.1.F</b> Develop a database for monitoring staff use of DR.	May 2011 through June 2013 <b>Oct. 2011 Update:</b> <b>Completed contract in mid-October 2011</b>	Program Manager Administrative Analyst FRC CWS Social Worker
<b>1.1.G</b> Continue to re-evaluate DR community and staff training needs.	April 2012 through June 2013 <b>October Update:</b> <b>Began in April 2012. Training has been provided to the Americorp Volunteers who work at the Family Resource Center. Additionally, the CWS staff continues to receive ongoing SOP training.</b>	Program Manager Administrative Analyst

<b>Improvement Goal 2.0</b>		
Supplement social workers' knowledge and skills in family engagement activities by using the Safety Organized Practice (SOP) model.		
<b>Strategy 2. 1</b> Expand the use of the SOP model to be used by CWS supervisors and social workers. SOP will be integrated with the SDM risk assessment tool.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> No Recurrence of Maltreatment
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>2.1.A</b> Provide formal training to CWS Core Team.	September 2010 <b>October 2011 Update:</b> <b>Core Team was established and training was provided in September 2010 and in March 2011.</b>	Program Manager CWS Supervisor(s)
<b>2.1.B</b> Develop guidelines for use of SOP model.	October 2010 <b>October 2011 Update:</b> <b>Development of the guidelines will be initiated in November 2011 and will be completed in January 2012.</b>	Program Manager CWS Supervisor(s) Administrative Analyst
<b>2.1.C</b> Implement SOP in case staffing between social workers and supervisors.	November 2010 <b>October 2011 Update:</b> <b>Began Safety Mappings in both individual and group meetings In October 2010 – these have continue since that time</b>	Program Manager CWS Supervisor(s) CWS Social Workers

<b>2.1.D</b> Implement SOP for use in field.	June 2011  <b>October 2011 Update:</b> <b>Social workers began using specific SOS tools in the field May 2010.</b>	Program Manager CWS Supervisor(s)
<b>2.1.E</b> Assess staff use of SOP tools through regularly scheduled meetings.	April 2011 through June 2013  <b>October 2011 Update:</b> <b>Program Manager began assessment in April 2010 during supervisor meetings and this is an ongoing process.</b>	Program Manager Administrative Analyst
<b>2.1.F</b> Monitor effective implementation of SOP and measure its effect on risk and safety using SafeMeasures data.	April 2011 through June 2013  <b>October 2011 Update:</b> <b>CWS Supervisors and Program Manager have been monitoring the implementation of the SOP model. Supervisors and Program Manager have been using SafeMeasures to monitor its effectiveness since May 2011. This will be an ongoing process.</b>	Program Manager CWS Supervisor(s) Administrative Analyst
<b>2.1.G</b> Develop a survey for families and CWS social workers to complete for evaluation purposes.	September 2011  <b>October 2011 Update:</b> <b>Development of the survey will be initiated in November 2011 and will be completed in January 2012.</b>	Program Manager CWS Supervisor(s) Social Workers Administrative Analyst

<b>2.1.H</b>  Review and revise current SDM Policy and Procedure to integrate the use of the SDM and SOP applications.	February 2011  <b>October 2011 Update:</b> <b>SOP has been incorporated into relevant Policies and Procedures as they have been revised since February 2011.</b>	Program Manager Administrative Analyst
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> CWS will enhance the following to reduce the recurrence of maltreatment: <ul style="list-style-type: none"> <li>• Improvement of community partnerships.</li> <li>• Response to families in a manner that is perceived as non-adversarial, engaging them in the necessary change process.</li> <li>• Commitment to prevention and early intervention.</li> <li>• Determination of the appropriate response path and service delivery.</li> <li>• Response and service delivery to individual family needs.</li> <li>• Comprehensive family assessments of safety, risk and protective capacity as well as the identification of family strengths and needs.</li> <li>• Focus of the planning process on the changes needed to assure the ongoing protection of children.</li> </ul>		
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Staff will need to receive training/coaching for the SOP model and integration with SDM. Also, training is needed for community partners/FRCs in regards to DR.		
<b>Identify roles of the other partners in achieving the improvement goals.</b> CWS will work closely with community partners/FRCs, CalWORKs and other county agencies (Mental Health and Public Health) on DR and evidence based practices.		
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> None		



Improvement Goal 1.0		
Decrease Reentry Following Reunification by 7 percent within three years to reach the national standard of 9.9 percent.		
<b>Strategy 1. 1:</b> Develop safety plan guidelines that will be utilized by CWS staff and the client prior to reunification and/or case closure.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C1.4 Reentry Following Reunification
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<b>1.1.A</b> Establish a workgroup to develop safety plan policy and procedures that clearly define expectations, identify requirements, and reinforce family involvement.	January 2013  <b>January 2013 Update:</b> <b>Workgroup established in October 2010. The group reviewed the Safety Circles and Future House models. They are to be completed by January 2013.</b>	Program Manager Supervisor(s) Administrative Analyst
<b>1.1.B</b> Review the safety plan policy and procedures with CWS staff.	January 2013  <b>January 2013 Update:</b> <b>Will review the policy and procedure with CWS staff when it is completed.</b>	Supervisor(s)
<b>1.1.C</b> Train CWS staff on safety planning.	January 2011  <b>October 2011 Update:</b> <b>Training has been provided by formal training, webinars and by practice leaders since September 2010. Coaching by supervisors is an ongoing process.</b>	Supervisor(s)

<p><b>1.1.D</b></p> <p>Ensure that clients who are ready to reunify and clients who are ready for case closure have an established safety plan that includes provisions for follow-up services, if needed, and a network to ensure that the family maintains safety goals.</p>	<p>February 2011 through September 2013</p> <p><b>January 2013 Update:</b>  <b>Identification of Family networks has been ongoing since September 2010. A safety plan with an identified safety network is completed in the Family Team Conference at Reunification and closing or dismissal of a case.</b></p>	<p>Supervisor(s) CWS Social Workers</p>
<p><b>1.1.E</b></p> <p>Supervisors will monitor the use of safety plans in case consultations with the social worker and when reviewing case narrative.</p>	<p>March 2011 through September 2013</p> <p><b>January 2013 Update:</b>  <b>Case consultations with social workers and review of case narrative by CWS supervisors has been ongoing since January 2011.</b></p>	<p>Supervisor(s) CWS Social Workers</p>
<p><b>1.1.F</b></p> <p>The process will be evaluated by monitoring the reentry outcome measure using the U. C. Berkeley and SafeMeasures data.</p>	<p>March 2012 through September 2013</p> <p><b>January 2013 Update:</b>  <b>Reentry outcome measures are continually being monitored and, as previously stated, Yuba County is showing improvement.</b></p>	<p>Program Manager Administrative Analyst</p>

<b>Strategy 1. 2:</b> Expand the use of Family Team Conferencing (FTC) as a strategy to facilitate the development of the safety plan jointly with the family.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C1.4 Reentry Following Reunification
	<input type="checkbox"/> CBCAP	
	<input checked="" type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<b>1.2.A</b> Revise the FTC Policy and Procedure to include facilitating a safety planning FTC.	January 2011 <b>January 2013 Update:</b> <b>Completed in March 2011.</b>	Program Manager FTC Facilitator Administrative Analyst
<b>1.2.B</b> Social workers will assist families in identifying formal and informal resources and contacts.	November 2011 through September 2013 <b>January 2013 Update:</b> <b>This is an ongoing activity that began in October 2010.</b>	Program Manager FTC Facilitator Social Workers
<b>1.2.C</b> Safety planning will be integrated into the FTCs.	November 2011 through September 2013 <b>January 2013 Update:</b> <b>Safety planning has been a part the FTC process since it was implemented. Elements of the Signs of Safety model were incorporated in October 2010.</b>	Program Manager Supervisor(s) FTC Facilitator
<b>1.2.D</b> The FTC supervisor will monitor the implementation process and quality of the family safety plans by reviewing the plans and in discussions with the FTC facilitator.	January 2011 through September 2013 <b>January 2013 Update:</b> <b>The CWS Supervisor and Program Manager has been monitoring the implementation process and reviewing the safety plans since December 2010.</b>	Program Manager Supervisor(s)

<b>Improvement Goal 2.0</b> Enhance the quality and availability of visitation services.			
<b>Strategy 2. 1</b> Enhance the existing visitation program by incorporating Safety Organized Practice (SOP) model.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C1.4 Reentry Following Reunification	
	<input type="checkbox"/> CBCAP		
	<input checked="" type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Timeframe:		Person Responsible:
<b>2.1.A</b> Provide training/coaching to visitation program staff.	November 2010 through April 2011 <b>January 2013 Update:</b> <b>Visitation social worker is a member of the SOP core team. The worker has been receiving ongoing training since April 2011.</b>		Supervisor(s)
<b>2.1.B</b> Assess visitation program staff use of SOP through regularly scheduled meetings (every 60 days).	January 2011 through September 2013 <b>January 2013 Update:</b> <b>Supervision has been ongoing since November 2011. The social worker has been incorporating elements of the SOP model into the visitation program.</b>		Visitation Staff Supervisor(s) Program Manager
<b>2.1.C</b> Evaluate the effectiveness of the visitation program by monitoring the reentry and reunification measure data from U.C. Berkeley and SafeMeasures.	April 2011 through September 2013 <b>January 2013 Update:</b> <b>Reentry outcome measures are being continually monitored using the Berkeley Website date sets. The data indicates that this measure is trending in a positive</b>		Administrative Analyst Program Manager

	<p><b>direction. Additionally, the CWS Division has been receiving coaching from U.C. Davis Northern Regional Training Academy. The coaches observe the social worker practice and provide feedback. The coaches, CWS supervisors and Program Manager meet periodically to discuss the effectiveness of the SOP practice.</b></p>	
--	---	--

<b>Strategy 2. 2</b>  Encourage all relative/NREFM caregivers to participate in the in-house parenting education classes.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  C1.4 Reentry Following Reunification
	<input type="checkbox"/> CBCAP	
	<input checked="" type="checkbox"/> PSSF	
	<input type="checkbox"/> N/A	
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>2.2.A</b>  Ensure that a referral to provide relative/NREFM caregivers with parent education training is completed prior to the child being placed in the home, using the established referral process for parenting classes.	November 2010 through September 2013  <b>January 2013 Update:</b> <b>Implemented in July 2011. Referrals to the Parenting Education class are made at the time relatives/NREFM is approved for placement.</b>	Social Workers Parenting Education Instructor
<b>2.2.B</b>  Provide the relative/NREFM additional support in the form of in-home instruction or access to the parenting instructor for follow up questions after they complete the course.	January 2011 through September 2013  <b>January 2013 Update:</b> <b>Implemented in July 2011. Referrals are made when further instruction is assessed to be beneficial or requested by the relative/NREFM.</b>	Social Workers Parenting Education Instructor
<b>2.2.C</b>  Develop a survey that would be completed by the relative/NREFM no later than 45 days after the completion of the classes to determine level of use of the parenting principles and skills they learned.	February 2011 through September 2013  <b>January 2013 Update:</b> <b>The development of a survey is in process.</b>	Program Manager Administrative Analyst Supervisor(s)

<b>2.2.D</b> Evaluate the effectiveness by monitoring the Reunification and reentry data from U.C. Berkeley and SafeMeasures.	April 2011 through September 2013  <b>January 2013 Update:</b> <b>The reentry outcome measures are currently being monitored. As stated previously the county performance on the reentry rates is trending in a positive direction.</b>	Administrative Analyst Program Manager
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> Social workers will need to consistently engage families in the creation of a case plan and safety plan. The safety plan protocol and the integration of FTC and safety plan protocol will need to be developed by the CWS staff. CWS must work more closely with outside agencies and resources in identifying relatives/NREFMs as placement options.		
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Staff will need training/coaching on developing a safety plan, and refresher training on integration of FTC and safety plan.		
<b>Identify roles of the other partners in achieving the improvement goals.</b> Collaboration, input and data will be necessary from foster family agencies, community partners, and substitute care providers.		
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> None.		

<b>Improvement Goal 1.0</b> Reduce placement disruptions and multiple foster care placements by 19.2 percent to reach the national standard of 41.8 percent.		
<b>Strategy 1. 1:</b> Develop the placement preservation intervention protocol.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C4.3 – Placement Stability (Over 24 Months in Care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<b>1.1.A</b> Establish a workgroup to develop a foster parent branding statement.	January 2012 <b>July 2012 completed.</b>	Program Manager Supervisor(s) Social Worker Community Partners
<b>1.1.B</b> Complete the branding statement	January 2012 <b>January 2013 Update: Completed .</b>	Program Manager Supervisor(s) Social Workers Community Partners
<b>1.1.C</b> Advise foster parents about the implementation plan.	January 2012 <b>January 2013 Update: Anticipate Completion May 2013.</b>	Foster Parent Association Member CWS Licensing Social worker
<b>1.1.D</b> Monitor the utilization of the plan	March 2012 through September 2013 <b>January 2013 Update: Not yet started.</b>	Program Manager FTC Facilitator Social Worker Community Partners
<b>1.1.E</b> Monitor the outcomes of utilization of the plan. Data tracking measures and tools will	March 2012 through September 2013 <b>January 2013 Update: Not yet started.</b>	CWS Program Manager CWS Supervisor(s) Administrative Analyst



be developed, refined, and modified based on ongoing evaluation.		
<b>1.1.F</b> Refine/modify the guidelines and procedures as necessary to improve the process.	March 2012 through September 2013  <b>January 2013 Update:</b> <b>Not yet started.</b>	CWS Program Manager CWS Supervisor(s) Social Worker Administrative Analyst Community Partners

<b>Improvement Goal 2.0</b> Reduce placement disruption and multiple foster care placements by increasing the number of relative/non-related extended family member (NREFM) homes.		
<b>Strategy 2. 1:</b> Enhance concurrent planning practices by improving the process for identification of potential relative/NREFM placement homes at time of initial detention.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> C4.3 – Placement Stability (Over 24 Months in Care)
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>2.1.A</b> Assess the current practice related to initial placements with relatives and NREFMs.	November 2010 <b>January 2013 Update:</b> <b>Completed December 2010.</b>	Program Manager Administrative Analyst
<b>2.1.B</b> Establish practices related to identifying relatives and NREFMs that includes techniques of Family Finding.	November 2010 through January 2011 <b>January 2013 Update:</b> <b>Established Family Finding practices in January 2011 practice. Includes interviewing parents; case record mining and search for identified Relatives/NREFM.</b>	Program Manager Supervisor(s) Social Workers Administrative Analyst
<b>2.1.C</b> Provide training in techniques of Family Finding including the use of an internet search engines. Provide training on	February 2011 <b>January 2013 Update:</b> <b>Concurrent Planning training completed in April 2011</b>	Program Manager Supervisor(s)

concurrent planning to emphasize the importance of locating prospective permanent homes for foster children.		
<b>2.1.D</b> Implement the new process of Family Finding to assist with indentifying relative and NREFM placement homes within the first 30 days of a case.	February 2011 through September 2013 <b>January 2013 Update:</b> <b>Implementation of new process began March 2011, includes interviewing family; review of case files and review of the family tree. Anticipate incorporating CWS/CMS update for Family Finding - notification of relative documentation in Feb. 2012.</b>	Program Manager CWS Supervisor(s)
<b>2.1.E</b> Monitor and track the progress of the new process for identification of relatives and NREFMs through periodic Business Objects reports on the number of relative/NREFM placements.	June 2011 through September 2013 <b>January 2013 Update:</b> <b>The Foster Care Licensing Social Worker is requesting monthly Business Object reports to monitor the number of relative/ NREFM placements and has been since June 2011.</b>	Program Manager CWS Supervisor(s) System Support Analyst

<b>Improvement Goal 3.0</b> Improve children's mental health and developmental screening.		
<b>Strategy 3. 1</b>  Implement Ages and Stages (0-5) and Children and Adolescent Needs and Strengths (6-18) so that the social workers can conduct mental health and developmental screening for children in CWS.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  C4.3 – Placement Stability (Over 24 Months in Care)
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<b>3.1.A</b>  Provide training to social workers for administering screening tools.	November 2010  <b>January 2013 Update:</b> <b>Training was provided in UC Davis in November 2010 and again in July 2011.</b>	CWS Supervisor(s) CWS Social Worker
<b>3.1.B</b>  Complete a screening tool on all children entering CWS system. Provide the results to the case managing social worker.	November 2010 through September 2013  <b>January 2013 Update:</b> <b>Screening of children zero to five years old began in October 2010 by a social worker. This activity was reassigned in June 2011 to the CWS Public Health Nurse (PHN).</b>  <b>Screening of children ages 6 to 18, has been suspended due to a lack of staff to complete these assessments.</b>	CWS Supervisor(s) Social Worker CWS Public Health Nurse

<b>3.1.C</b> Creating a tracking system to evaluate the number of children receiving early intervention services based on the results of the initial screening.	March 2011 through September 2013 <b>January 2013 Update:</b> <b>The Public Health Nurse has developed an internal tracking system. After completing the screenings the PHN enters the date the screening was completed, any referrals made base on the screening, and any follow-up screenings.</b>	Administrative Analyst Program Manager Public Health Nurse
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> <ul style="list-style-type: none"> <li>• Improve the capacity of local foster homes to effectively meet the multiplicity of needs of the children.</li> <li>• Consistent communication and a team approach will enhance the substitute care providers' understanding of the process that the child and family are involved in and the roles they play in meeting the children's needs.</li> <li>• Increase the use of existing foster care/kinship care education resources by the local foster homes</li> </ul>		
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Training on concurrent planning, especially regarding children who are placed out of home or are at risk of placement disruption.		
<b>Identify roles of the other partners in achieving the improvement goals.</b> Will need to work closely with State Adoptions to collaborate on solution.		
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> None		

### Probation SIP Chart

<b>Improvement Goal 1.0</b> Thirty-five percent of all youth on probation will be placed in a permanent living arrangement.		
<b>Strategy 1. 1:</b> Utilize concurrent planning and start family finding process early in case.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Exit to permanency for those children in care over 24 months.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>1.1.A.</b> Train staff on concurrent planning.	<b>January 2013 update:</b> <b>In August 2012, a new Placement Officer was assigned and is scheduled for concurrent planning training through the Probation Officer Placement CORE beginning in January 2013.</b>	UC Davis Training Manager Supervisor(s)
<b>1.1.B.</b> Research family on the internet.	<b>January 2013 update:</b> <b>Continue to utilize the internet to locate prospective family as needed. An occasion has not arisen where the Family Finding Program would be warranted.</b> <b>Additionally, in the process of locating prospective families, a number of family members have been granted Guardianship prior to the child entering foster care.</b>	Placement Officer

<p><b>1.1.C.</b> Make referral to state adoptions at start of case.</p>	<p><b>January 2013 update:</b> <b>Referrals to state adoptions have not yet occurred. Future adoption referrals will be made to the local Child Welfare Department.</b></p>	<p>Placement Officer</p>
---	---	--------------------------

<b>Strategy 1. 2:</b> Develop support group/training program to assist families/relatives who are interested in placement with understanding and dealing with child's issues/behaviors.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  Exit to permanency for those children in care over 24 months.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<b>1.2.A.</b> Research training programs on-line.	<b>January 2013 update:</b> <b>Trained a total of 2 probation officers in Strengthening Families.</b>	Placement Officer Training Manager
<b>1.2.B.</b> Contact promising programs.	<b>January 2013 update:</b> <b>Will utilize Sutter-Yuba Mental Health for future Strengthening Families training.</b>	Placement Officer
<b>1.2.C.</b> Utilize services at Victim Services.	<b>January 2013 update:</b> <b>Parenting, family and individual counseling programs continue to be utilized at Victim Services. Additionally, the Probation Department is in the process of implementing Family Functional Therapy (FFT).</b>	Placement Officer Juvenile Court Officers



<b>Strategy 1. 3:</b> Establish Family Team Conferencing that include current placement staff, parents, relatives, or any other individual who has ties to the child or family.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  Exit to permanency for those children in care over 24 months.	
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>	
<b>1.3.A.</b> Contact agencies who utilize Family Team Conferencing.	<b>January 2013 update:</b> <b>Observe Family Team Conferencing at the local Child Welfare Department..</b>	<b>Placement Officer</b>	
<b>1.3.B.</b> Facilitate meetings to increase and improve parent involvement.	<b>January 2013 update:</b> <b>Continue to have informal meetings with parents on a monthly basis. After observing several Family Team Conferencing meetings at Child Welfare, probation officer will begin utilizing the model.</b>	<b>Placement Officer</b>	
<b>1.3.C.</b> Ensure all appropriate parties are present and involved in the meetings.	<b>January 2013 update:</b> <b>Continue to have informal meetings with parents on a monthly basis. The meetings have been arranged when parents are most available (ie: at their residence; after Court; or during visit at placement). After observing several Family Team Conferencing meetings at Child Welfare, probation officer will begin utilizing the model.</b>	<b>Placement Officer</b>	

<b>Improvement Goal 2.0</b> Increase termination of probation for youth prior to 18th birthday by 50 percent.		
<b>Strategy 2. 1:</b> Develop safety plans for family and child.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Exit to permanency for those children in care over 24 months.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<b>2.1.A..</b> Identify appropriate services for caretaker, parent, and child.	<b>January 2013 update:</b> <b>The probation officer continues to provide family with gift cards for pro-social activities. The probation officer also refers the minor and the family to family counseling services.</b>	Placement Officer
<b>2.1.B.</b> Family Team Conference to develop safety plan.	<b>January 2013 update:</b> <b>The probation officer continues to work closely with placement facilities, the minor and family to ensure a safe transition home.</b>	Placement Officer
<b>2.1.C.</b> Ensure all services have been offered to child.	<b>January 2013 update:</b> <b>The probation officer has ongoing conversations with placement staff to ensure all appropriate services are being provided.</b>	Placement Officer

<b>Strategy 2. 2</b> Network with Family Foster Agencies (FFA) to recruit 602 W&I foster homes in the local area.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Exit to permanency for those children in care over 24 months.
Action Steps:	Timeframe:	Person Responsible:
<b>2.2.A.</b> Contact FFA Administrators.	<b>January 2013 update:</b> <b>Specific 602 W&amp;I foster homes have not been established. However, the probation officer has placed a number of 602 W&amp;I minors in foster homes in the local area. The probation officer continues to attend the Blue Ribbon Commission and Foster Youth Advisory meetings. During these meetings, the potential for specific 602 W&amp;I foster homes are discussed.</b>	Placement Officer
<b>2.2.B.</b> Develop and implement “awareness” (facts about 602 children) program to be used to recruit families.	<b>January 2013 update:</b> <b>There has been success in placing 602 W&amp;I minors in foster homes and a need of awareness does not appear to be present. At this time, this milestone is currently suspended.</b>	Placement Officer
<b>2.2.C.</b> Educate probation officers regarding differences between foster homes and group homes.	<b>January 2013 update:</b> <b>There is no change in this milestone. These discussions will continue on an as needed basis.</b>	Placement Officer

<b>Strategy 2. 3:</b> Identify and work to develop life-long connections throughout life of case.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Exit to permanency for those children in care over 24 months.
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>2.3.A..</b> Utilize internet search tools to locate identified persons whose whereabouts are unknown.	<b>January 2013 update:</b> <b>The probation officers continue to utilize internet search engines to locate people to be identified as life-long connections.</b>	Placement Officer Juvenile Court Officers
<b>2.3.B.</b> Contact identified persons.	<b>January 2013 update:</b> <b>The probation officers continue to maintain contact with individuals who the minor has identified as a life-long connection and make arrangements for visitation.</b>	Placement Officer Juvenile Court Officers
<b>2.3.C.</b> Interview child/family members on a regular basis.	<b>January 2013 update:</b> <b>The probation officers continue to question the minor and family regarding any family or family friends to provide additional support.</b>	Placement Officer Juvenile Court Officers
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> None		
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Family Team Conferencing; Strengthening Families.		

**Identify roles of the other partners in achieving the improvement goals.**

Participation of FFAs and family members.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

None

<b>Improvement Goal 1.0:</b> Increase number of probation youth who graduate from high school by 50 percent.		
<b>Strategy 1. 1:</b>  Parent to be required to actively participate in the youth's education.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  Children emancipating who have been in care for 3 years or longer.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<b>1.1.A..</b>  Encourage parent to be active in education.	<b>January 2013 update:</b> <b>Families continued to be noticed of IEP's and other educational meetings. They are provided gas cards for transportation, if needed. They are also given the opportunity to attend meetings via telephone conference at the Probation Department.</b>	Placement Officer
<b>1.1.B.</b>  Provide parents with updated school documents.	<b>January 2013 update:</b> <b>Parents continued to be provided educational documentation; including notices to meetings, grades reports, and transcripts.</b>	Placement Officer
<b>1.1.C.</b>  Provide transportation for parents for IEP meetings.	<b>January 2013 update:</b> <b>Families continue to be offered gas cards for transportation.</b>	Placement Officer

<b>Strategy 1. 2:</b> Probation officer to monitor the youth's education	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Children emancipating who have been in care for 3 years or longer.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<b>1.2.A.</b> Monitor youth's attendance in school.	<b>January 2013 update:</b> <b>The Placement Officer continues to have a minimum of monthly contact with the school to review the minor's grades and attendance. This information is documented in court reports.</b>	Placement Officer
<b>1.2.B.</b> Monitor youth's discipline in school.	<b>January 2013 update:</b> <b>The Placement Officer continues to have monthly contact with the school to review the minor's behavior at school. Any behavioral type issues are discussed with the minor, placement and school staff. This information is documented in court reports.</b>	Placement Officer
<b>1.2.C.</b> Attend meetings (IEPs, parent/teacher meetings, etc.).	<b>January 2013 update:</b> <b>The Placement Officer attends all IEP'S and other educational meetings primarily in person. If the Placement Officer is unable to be physically present, arrangements are made to participate via telephone conference. This information is documented in court reports.</b>	Placement Officer

<b>Strategy 1. 3:</b> Ensure youth is not credit deficient.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  Children emancipating who have been in care for 3 years or longer.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>1.3.A.</b> Ensure youth is enrolled in appropriate classes.	<b>January 2013 update:</b> <b>The Placement Officer continues to review transcripts, report cards and IEP's. There are also conversations with teachers and counselors.</b>	Placement Officer
<b>1.3.B.</b> Refer youth to tutoring	<b>January 2013 update:</b> <b>The Placement Officer continues to refer minor's to tutoring as needed.</b>	Placement Officer
<b>1.3.C.</b> Enroll child in community college courses to earn more credits.	<b>January 2013 update:</b> <b>This has not occurred, as there has not been a need. However, the Placement Officer would provide assistance in the enrollment process, including transportation to the school.</b>	Placement Officer



<b>Improvement Goal 2.0:</b> Increase number of probation youth who have gained employment by 50 percent.		
<b>Strategy 2. 1:</b>  Increase probation officer's involvement in ILP.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  Children emancipating who have been in care for 3 years or longer.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<b>2.1.A..</b>  Regular contact with ILP Coordinator.	<b>January 2013 update:</b> <b>The Placement Officer continues to have regular contact with the ILP Coordinator to review services being offered to the minor and to ensure the minor is following through. The Placement Officer obtains quarterly reports from the ILP Coordinator. This information is documented in court reports.</b>	Placement Officer
<b>2.1.B.</b>  Review ILP with youth.	<b>January 2013 update:</b> <b>The Placement Officer continues to review the minor's progress in ILP with the minor. The Placement Officer also assists in obtaining the minor's birth certificate and identification cards.</b>	Placement Officer
<b>2.1.C.</b>  Obtain ILP progress reports.	<b>January 2013 update:</b> <b>The Placement Officer continues to obtain Quarterly Reports from the ILP Coordinator. That information is</b>	Placement Officer

	<b>documented in court reports.</b>	
--	-------------------------------------	--

<b>Strategy 2. 2:</b> Assist youth in obtaining employment.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Children emancipating who have been in care for 3 years or longer.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
Action Steps:	Timeframe:	Person Responsible:
<b>2.2.A.</b> Bring youth to job fairs.	<b>January 2013 update:</b> <b>The Placement Officer has still not been afforded the opportunity to bring a minor to a job fair.</b>	Placement Officer Placement program
<b>2.2.B.</b> Refer youth to job training programs.	<b>January 2013 update:</b> <b>The Placement Officer continues to coordinate with ILP to offer the minor assistance with searching for employment and with job applications. The Placement Officer also assists the minor with job applications. The Placement Officer referred and accompanied three minor's to an ILP Computer Camp.</b>	Placement Officer
<b>2.2.C.</b> Assist youth with job applications.	<b>January 2013 update:</b> <b>The Placement Officer continues to provide assistance to the minor with job applications.</b>	Placement Officer Placement program

<b>Strategy 2. 3:</b> Professional mentoring program.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> Children emancipating who have been in care for 3 years or longer.
	<input type="checkbox"/> CBCAP	
	<input type="checkbox"/> PSSF	
	<input checked="" type="checkbox"/> N/A	
<b>Action Steps:</b>	<b>Timeframe:</b>	<b>Person Responsible:</b>
<b>2.3.A.</b> Identify professionals willing to provide on the job training.	<b>January 2013 update:</b> <b>This has not occurred.</b>	Placement Officer Placement program
<b>2.3.B.</b> Assist with transportation to and from job training.	<b>January 2013 update:</b> <b>Placement staff and ILP staff have assisted with providing bus passes.</b>	Placement Officer Placement program
<b>2.3.C.</b> Purchase clothing for youth's job training/interviews.	<b>January 2013 update:</b> <b>Gift cards have been provided to purchase clothing and shoes.</b> <b>Additionally, the Placement Officer has taken the minors shopping when needed.</b>	Placement Officer Placement program
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> None		
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Job Fairs/CalWORKs		
<b>Identify roles of the other partners in achieving the improvement goals.</b> Community/Business owners.		

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

None